

12 DEC 1979

DCI-21

To: o/DCI in draft

MEMORANDUM FOR: Deputy Director of Central Intelligence  
Special Assistant to the DDCI [redacted]

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FROM: D C I

SUBJECT:

1. I reviewed Harry's and the Career Services' compromise proposal on panels. I still have a number of real problems. I am not sure whether we can square them away at the time of today's meeting.

2. I feel very strongly on the question of exceptions. Every indicator I have is that my action on this with respect to the DDO (and I thought it had been carried out throughout the Agency but I gather that it has not) has been very favorable. The most give I have on this is to delegate to the Career Service heads exceptions for GS-13s and below with a report to the Director of Personnel of how many exceptions were made and with the Director of Personnel making an annual report with total figures to the DCI.

3. I need to understand better what uniform guidelines (precepts) are like. Could I be given before the meeting this afternoon a sample list of the kinds of things that would be included. I am vague on this.

4. I have no idea what the difference is between evaluating people for promotion and for value to the service. I would like to have the Agency

regulation Frank showed me some time ago which in effect makes value to the service the primary criteria for promotion.

5. On the composition of boards and panels I feel very strongly that heads of offices cannot be a panel or a board. This is simply saying that line management is doing the promoting. A board or a panel by its definition implies several people at least. On top of that I believe though composition of the boards and panels must rotate regularly. I would propose the following:

a. For GS-7s and below, all promotions will be across career services by boards.

b. For GS-8s to GS-12s, promotions will be by subgroups. The panels or boards that do the promoting for each subgroup will be on an office wide basis (by office I mean the white blocks on the basic organization chart underneath/of the Deputy Directors). In short, if in one office box there are ten subgroups that are going to be evaluated, there would be one panel made up of three or four or five members spread across the entire office and its subgroups that would do the evaluating. You could call it one panel with subdivisions of action, or you could call it ten panels with the composition of each panel being the same each year but rotating on a yearly basis.

c. For GS-13s and above, the boards or panels should be made up on a Directorate wide basis until you get to the SIS levels where the DCI makes the promotions.

This last point is a critical one in that I  
don't think there is a reason to have subgroups  
when you get to GS-13 and above. By then we must  
encourage people to be considering at least  
Directorate wide objectives.

(Two copies passed to O/DDCI, a.m., 12 Dec 79)